



PARTICIPANT MATERIALS FOR GDEIB ASSESSMENT CHECKLISTS

Use with the
*Global Diversity, Equity & Inclusion Benchmarks:
Standards for Organizations Around the World (GDEIB)*

The GDEIB and the Checklists are free to use, however a User Agreement must be signed. Go to www.centreforglobalinclusion.org, then to Downloads, and then to GDEIB.



THE GDEIB MODEL

The equilateral triangle symbolizes equality and solidarity or strength. The Foundation categories form the base of the triangle. The Bridging categories are displayed as a circle in the centre connecting the Foundation, Internal, and External categories.

The lines separating the four groups are differently sized dashes symbolizing permeability and inter-connectivity reflecting the systemic nature of DEI.

Colours have great variations in symbolism across cultures. What may be an interpretation for a colour in one culture may have nearly an opposite meaning in another culture. We have been thoughtful in our selection of colours and offer our interpretation, which is a combination of various cultural symbols. We chose green for Foundation representing nature and renewal, blue for Internal representing harmony and order, red for External representing passion and strength, and yellow for Bridging representing optimism and imagination. All are in a vibrant hue representing the vitality needed for the work to succeed. Purple symbolizes power and strength.



THE GDEIB MODEL



Global Diversity, Equity & Inclusion Benchmarks

We believe the 15 categories, organized into four groups, cover the important elements that need to be addressed to create a world-class Diversity, Equity & Inclusion initiative. Each category is divided into five levels, with the benchmarks at Level 5 considered best practice. Most organizations will need to address all the Foundation and Bridging Categories. Organizations may be more selective about which of the Internal and External Categories to address. Addressing all 15 categories is the most comprehensive and systemic approach.



THE FIVE LEVELS

For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category.



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For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category:

LEVEL 5: BEST PRACTICE

Demonstrating current global best practices in DEI; exemplary.

LEVEL 4: PROGRESSIVE

Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

LEVEL 3: PROACTIVE

A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.

LEVEL 2: REACTIVE

A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

LEVEL 1: INACTIVE

No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.



CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Action: Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.

As a reflection of the importance of DEI, there is a dedicated person with DEI expertise on the executive management team and at the Board level. These leaders interact with and have full access to other leaders and the rest of the board, and, if the organization's size merits it, has a professional staff dedicated to DEI. In addition, there are teams, committees or networks within the organization that champion DEI initiatives. DEI professional staff have an adequate budget and resources to implement the strategy.

CATEGORY 3: DEI STRUCTURE AND IMPLEMENTATION

Special Note for Category 3: If your organization chooses not to have diversity networks (see Terminology) or diversity councils/committees then just skip those benchmarks below. If you have those groups, then all the benchmarks apply.

LEVEL 5: BEST PRACTICE

- ☐ **3.1** The most senior person responsible for DEI is an equal and influential partner on the senior leadership team.
- ☐ **3.2** DEI is integrated into core organizational structures, policies, systems, and practices.
- ☐ **3.3** Diversity is reflected equitably in all levels and functions.
- ☐ **3.4** Inclusive/universal design of buildings, products, services, and emerging technologies helps ensure accessibility for all.
- ☐ **3.5** The organization's governance structure is supported by inclusive practices to mitigate concentrations of power and dominance.
- ☐ **3.6** The organization ensures that structures for elected positions (for example in unions and diversity networks, and community/political positions) are fair and equitable.

LEVEL 4: PROGRESSIVE

- ☐ **3.7** The board of directors has a committee dedicated to DEI.
- ☐ **3.8** The organization provides resources, staffing, and support to help ensure implementation of its DEI strategy.
- ☐ **3.9** The DEI function is headed by an influential leader who is knowledgeable about and committed to DEI.
- ☐ **3.10** An organization-wide DEI council/committee, which includes line and staff employees, is given visible and meaningful support by leaders.
- ☐ **3.11** Diversity networks are recognized as credible, influential, and valued resources to the organization. They sometimes coordinate in recognition of their intersectionality.
- ☐ **3.12** All departments/business units collaborate to ensure a holistic and integrated approach to DEI.

LEVEL 3: PROACTIVE

- ☐ **3.13** The organization has a DEI champion/leader with responsibility for DEI.
- ☐ **3.14** Departments have their own DEI councils/committees.
- ☐ **3.15** A budget has been allocated to cover DEI implementation, including support for diversity networks.
- ☐ **3.16** If the organization has labour unions or similar groups, they are engaged and included in DEI efforts.
- ☐ **3.17** Members of the DEI department or function are called upon for advice, counsel, and expertise.

LEVEL 2: REACTIVE

- ☐ **3.18** DEI is simply an additional duty of the human resources, legal, or other department.
- ☐ **3.19** Diversity networks and DEI committees may exist, but they have no real power, influence, or resources.

LEVEL 1: INACTIVE

- ☐ **3.20** There is no organizational structure, policy, or budget for DEI.
- ☐ **3.21** No one in the organization has formal responsibility for DEI.



CATEGORY 4: RECRUITMENT

*Action: Ensure that attraction,
sourcing, and recruitment
is done through the lens of DEI.*

A conscious effort is made to attract applicants from diverse groups to achieve and maintain a workforce that is equitably representative across levels and functions. Advertising and recruitment are targeted to diverse communities. Diversity on interviewing panels is standard, and staffing/hiring managers are educated on the impact of conscious and unconscious bias. The recruitment process is regularly reviewed to ensure it is equitable and fair. Hiring of underrepresented groups is roughly proportionate to their representation. There are clear DEI measures of success throughout the recruitment process.



CATEGORY 4: RECRUITMENT

LEVEL 5: BEST PRACTICE

- ☐ **4.1** The organization's attraction and hiring processes result in measurable, transparent, and equitable recruitment.
- ☐ **4.2** The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees.
- ☐ **4.3** When technological solutions are used for recruitment, the organization implements practices to minimize or remove algorithmic bias.
- ☐ **4.4** The organization conducts regular evaluations of recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.
- ☐ **4.5** There are clear measures of success throughout the recruitment process, such as the percentage of diverse and underrepresented applicants at each stage.

LEVEL 4: PROGRESSIVE

- ☐ **4.6** The organization effectively recruits from representative labour markets.
- ☐ **4.7** Recruitment includes advertising on DEI-focused websites and in a variety of other media.
- ☐ **4.8** Recruitment and selection panels are diverse and knowledgeable about recruiting processes and in mitigating biases.

LEVEL 3: PROACTIVE

- ☐ **4.9** Interviewers conduct culturally competent interviews.
- ☐ **4.10** Staff are hired for their competence and their ability to bring diverse perspectives to the work and not only because they are from an underrepresented identity group.
- ☐ **4.11** The organization's advertisements and/or diversity networks reach broad pools of diverse talent.
- ☐ **4.12** External search firms are selected based in part on their expertise in diversity recruiting.

LEVEL 2: REACTIVE

- ☐ **4.13** Recruitment is based primarily on representation to meet numerical goals or targets.
- ☐ **4.14** Recruitment practices do not include sourcing diverse candidates from underrepresented groups.
- ☐ **4.15** Interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods.

LEVEL 1: INACTIVE

- ☐ **4.16** There is no effort to recruit employees from underrepresented groups.
- ☐ **4.17** Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of DEI in the organization's recruitment practices.



CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

Action: Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

Work-life integration, flexibility, and equitable benefits are encouraged, actively promoted, recognized as enhancements of productivity, and are not career limiting. To this end, the organization's performance management focusses on output, contribution and impact. Benefits and services that are specific to the diverse needs of employees are provided based on ongoing assessments of employee needs. Some examples are: subsidized dependent-care, parental leave, extended family consideration, eldercare, emergency care, fitness programs, and paid leave. Accommodations for religious practices, persons with disabilities, and others are achieved with care and consideration and go beyond legal requirements. Organizations and their leaders prioritize psychological safety, security, and wellness within their employees' work environment.



CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

LEVEL 5: BEST PRACTICE

- ☐ **7.1** The organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.
- ☐ **7.2** A comprehensive range of flexible benefits and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary.
- ☐ **7.3** The organization gives benefits to part-time and temporary employees.
- ☐ **7.4** All leaders model and encourage work-life integration.
- ☐ **7.5** Working part-time, job sharing, working remotely, and other flexible work arrangements are available for all appropriate positions and levels.
- ☐ **7.6** Benefits and services are regularly adapted to changing conditions such as pandemics and natural disasters, and technological breakthroughs.

LEVEL 4: PROGRESSIVE

- ☐ **7.7** Policies and practices guard against favouritism and are communicated and applied equitably across the organization in a culturally sensitive way.
- ☐ **7.8** An inclusive concept of family that is multicultural and non-patriarchal guides family-friendly policies including childcare and eldercare, emergency care.
- ☐ **7.9** Paid leave beyond what is legally required is provided and used. The definition of family is inclusive. This may include caregiving for partners, children, and adult dependents or bereavement for extended families.
- ☐ **7.10** Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.
- ☐ **7.11** Facilities and accommodations for meditation, religious practices, lactation, and other needs are provided.
- ☐ **7.12** Technology support for mobility, disabilities, mental health, and flexible work arrangements are available for employees.

LEVEL 3: PROACTIVE

- ☐ **7.13** The organizational culture equitably treats those who work flexible schedules.
- ☐ **7.14** Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.
- ☐ **7.15** Flexibility in personal appearance and designing one's workspace are accepted if done in a non-offensive manner and under an agreed upon policy.

LEVEL 2: REACTIVE

- ☐ **7.16** Benefit programs generally are "one-size-fits-all" and their value or relevance to employees is not monitored.
- ☐ **7.17** Work schedules are generally traditional, inflexible, or compliance driven.
- ☐ **7.18** Flexibility may be applied inconsistently or perceived as favouritism.

LEVEL 1: INACTIVE

- ☐ **7.19** There is no provision for childcare and family needs, schedule flexibility, or work leave other than what is legally required.



CATEGORY 9: DEI COMMUNICATIONS

Action: Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.

Communications professionals are educated about DEI and its link with sustainability. All internal and external communication is fully accessible and available in multiple formats and, if applicable, in locally spoken languages. The organization has made and communicated a decision on the use of inclusive language to account for various diversity dimensions. The communication sent out both internally and externally does not prejudice or harm any group intentionally and where this occurs, it is corrected quickly and clearly. DEI topics are easy and quick to find on the organization's websites and social media platforms. DEI communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization. Progress on reaching DEI vision and goals is reported to the public regularly.

CATEGORY 9: DEI COMMUNICATIONS

LEVEL 5: BEST PRACTICE

- ☐ **9.1** The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organization's reputation.
- ☐ **9.2** DEI content is easily and quickly located on the organization's websites. Information is thorough, regularly updated, and fully accessible.
- ☐ **9.3** The organization has made and communicated a policy on the use of inclusive language on race and ethnicity, gender, gender identity, and gender expression, sexual orientation, disability, and other dimensions.
- ☐ **9.4** The organization uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.
- ☐ **9.5** The organization uses live and accurate translation services to ensure accessibility and linguistic inclusion.

LEVEL 4: PROGRESSIVE

- ☐ **9.6** The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.
- ☐ **9.7** Information on DEI is sent frequently and systematically through a variety of channels to employees and other stakeholders.
- ☐ **9.8** Communications professionals and speechwriters are knowledgeable about DEI and they include DEI messages in general communications.
- ☐ **9.9** The organization has an ethical framework to leverage social media in both internal and external communication platforms.
- ☐ **9.10** The organization proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media.

LEVEL 3: PROACTIVE

- ☐ **9.11** The organization integrates DEI into many aspects of communication.
- ☐ **9.12** The organization encourages employees to discuss DEI and provide input to the organization's initiatives.
- ☐ **9.13** The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.
- ☐ **9.14** Translations and other accessible formats are provided when needed. Communication is location-sensitive across countries, dialects, and languages, including braille, sign language, and closed captioning.

LEVEL 2: REACTIVE

- ☐ **9.15** DEI communication is done solely to remind or educate employees about adhering to policy and compliance requirements.
- ☐ **9.16** Most DEI communication is disseminated by councils/ committees or diversity networks rather than through regular organizational channels and therefore is sometimes seen as not officially endorsed by the organization.
- ☐ **9.17** Language translations are only provided when legally required.

LEVEL 1: INACTIVE

- ☐ **9.18** There is no explicit communication about DEI.
- ☐ **9.19** Discussions on DEI are perceived to be risky and are avoided.



CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, AND PHILANTHROPY

Action: Be proactive in working with community, public and private partnerships, government, society at large, and through philanthropy.

The organization is a recognized leader for supporting and advocating for DEI interests in communities and society, and in working with government. The organization is socially responsible and leverages efforts with industry or sector peers. It is generous in partnering with or supporting other organizations in their DEI initiatives to advance DEI in the community.

Where appropriate, special efforts are made to acknowledge indigenous communities and to respect their territory and adhere to legal and cultural requirements when entering their space. Employees are encouraged to participate in and support various community projects, share DEI learning from such activities, and reinforce the organization's commitment to DEI. These efforts are explicitly linked to the organization's sustainability strategy.



CATEGORY 12: COMMUNITY, GOVERNMENT RELATIONS, PHILANTHROPY

LEVEL 5: BEST PRACTICE

- ☐ **12.1** The organization is explicit in living its DEI values and actively supports, invests in, and advocates for DEI-related initiatives in the community, government, and society at large.
- ☐ **12.2** The organization takes bold stands in word and action on societal issues related to achieving equity and justice for marginalized people, such as #BlackLivesMatter, #MeToo, #Genderbasedviolence, #UnitedAgainstRacism, and #Standup4humanrights.
- ☐ **12.3** The organization has addressed and atoned for any past behaviours and policies with regard to the mistreatment of people.
- ☐ **12.4** The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged.
- ☐ **12.5** The organization encourages employee volunteerism in community projects by providing time off and/or compensation and rewards where appropriate.

LEVEL 4: PROGRESSIVE

- ☐ **12.6** The organization's philanthropy and social responsibility strategies promote DEI.
- ☐ **12.7** The organization's community investment supports those most in need.
- ☐ **12.8** The organization supports scholarship, paid internship programs and/or apprenticeships for underrepresented populations.
- ☐ **12.9** Employees are encouraged to volunteer in their community. In some cases, the organization "loans" them to work for community organizations or matches their volunteer hours with monetary contributions.
- ☐ **12.10** Community development plans are designed in collaboration with diverse groups, including those from underrepresented or marginalized groups.
- ☐ **12.11** The organization uses objective criteria to fund nonprofit organizations to ensure that bias in philanthropy is mitigated.

LEVEL 3: PROACTIVE

- ☐ **12.12** The organization partners with other organizations that work to advance the rights of underrepresented groups in the community.
- ☐ **12.13** The organization supports DEI publicly when exclusionary and discriminatory actions occur in the community or society at large.
- ☐ **12.14** Individuals who have made a significant difference with DEI in their communities are recognized and honoured by their organization.

LEVEL 2: REACTIVE






- ☐ **12.15** There is some involvement in or support for societal DEI issues but only if considered non-controversial.
- ☐ **12.16** There is some support for the community, schools, and/or local government projects, primarily for public relations purposes.

LEVEL 1: INACTIVE

- ☐ **12.17** There is no involvement or support provided to community, government, and societal initiatives related to DEI.
- ☐ **12.18** The organization has no philanthropy.



The purpose of this activity is to help participants gain insight into the impact of the similarities and differences between their personal approach to DEI and their organization's approach to DEI and to determine how those differences or similarities might guide their actions.

 BUILDING COMPETENCE:	This approach focuses on increasing the competence of individuals to interact more effectively.
 BEING IN COMPLIANCE	This approach focuses on rules, codes, legislation, or regulatory requirements.
 HONOURING DIGNITY	This approach focuses on secular, religious and spiritual recognition of the value and interdependence of every human being and our interdependence.
 DEVELOPING THE ORGANIZATION	This approach focuses systemically on improving organizational performance.
 ADVOCATING FOR SOCIAL JUSTICE	This approach focuses on achieving fairness, and equity, locally and globally.

STEP 1: ASSESSMENT. Rank order each list below – with 1 being the least and 5 the most (use all numbers 1, 2, 3, 4, 5). These approaches are from the Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World, a free resource available at centreforglobalinclusion.org. The three authors and 112 Expert Panellists used a consensus-based research model to come to agreement.

Your Personal Approach to DEI

Think of these items as your passion, approach, values, area of study, or similar term. Rank 1 for the least important to you and 5 for the most with 2, 3, 4 in between.

Building Competence	
Being in Compliance	
Honouring Dignity	
Developing the Organization	
Advocating for Social Justice	

Your Organization's Approach to DEI

Think of these items as the approaches your organization uses – its mission, strategy or tactics based on outcomes, values, or measures. Rank 1 for the least important to your organization and 5 for the most with 2, 3, 4 in between.

Building Competence	
Being in Compliance	
Honouring Dignity	
Developing the Organization	
Social Justice	

STEP 2: REFLECTION QUESTIONS

1. Compare the two lists. What does the similarity or difference mean regarding your "fit" with DEI as a career choice?
2. How does the similarity or difference impact your effectiveness in your organization? Think about your ability to influence and/or implement what your leadership requires.
3. Consider if your organization's priorities match its actions. For example, an organization may be seen to prioritize Compliance in policy, yet employee attitudes and actions seem to prioritize Social Justice.
4. How can you use this insight to select your career path and/or be more influential/effective in your organization?
5. How does this insight impact your personal feeling and energy as you do your work?

STEP 3: DISCUSSION. Use the questions above to discuss with your colleagues.

You can use the reverse side for notes.